

17 May 1972

MEMORANDUM FOR: Assistant Deputy Director for Intelligence  
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SUBJECT : [REDACTED] Language Recruiting/Staffing FOIAb3b1

REFERENCES : a. Memo for Ex. Dir.-Compt. from [REDACTED]  
Subj: [REDACTED] Linguist Retirements,  
dtd 21 Aug 70  
b. Memo for Ex. Dir.-Compt. from D/Pers,  
Subj: [REDACTED] Linguist Retirements,  
dtd 8 Sep 70

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1. This memorandum reports on progress in [REDACTED] program for replacing linguist resources lost through retirement, resignation or rotation.

2. The program and philosophy outlined in TAB A are still in effect and are producing satisfactory results. The rate of loss through retirement has been about as expected, although periodic granting of cost-of-living incentives for early retirement tends occasionally to create losses earlier than anticipated. Loss of linguist personnel through resignation or transfer out has been somewhat lower than expected, probably as a reflection of external economic conditions and tight personnel ceilings within the Agency. Transfers within [REDACTED] to field or non-linguist positions have been fairly frequent; while these moves are in the interest [REDACTED] and the career interest of the employee, they nevertheless represent a drain on valuable language resources. We see the following picture for the period August 1970 through the end of FY 1975:

Actual and Anticipated Linguist Losses  
August 1970 - July 1975

|              |     |
|--------------|-----|
| Chinese      | - 4 |
| Czech-Slovak | - 2 |
| French       | - 5 |
| German       | - 4 |
| Hebrew       | - 1 |
| Hungarian    | - 2 |
| Indonesian   | - 1 |

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|                          |      |
|--------------------------|------|
| Japanese                 | - 3  |
| Lao/Thai/French          | - 1  |
| Persian                  | - 1  |
| Romanian                 | - 1  |
| Russian                  | - 12 |
| Spanish                  | - 14 |
| Vietnamese               | - 2  |
| Dutch/Italian            | - 1  |
| Italian/French           | - 1  |
| German/French/Italian    | - 1  |
| Italian/German/Dutch     | - 1  |
| Russian/German/Norwegian | - 1  |
| Serbo-Croatian/Bulgarian | - 1  |

3. Office of Personnel has responded effectively to our requirements (TAB B) and, in general, recruiting during the past two years has been unusually encouraging. We have located replacement personnel in a number of languages which are usually considered in the "hard to get" category, e.g., Vietnamese, Serbo-Croatian, Romanian and Korean. Clearance procedures for applicants in special situations (insufficient qualifying citizenship for Agency employment, foreign national wives) have been handled expeditiously and satisfactorily.

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4. Each of the three major [REDACTED] language areas has charted its prospective losses and replacement and training needs through 1977. Thus, we can foresee specific language losses and provide precise guidance to field recruiters. Recruiting guides have been revised (TAB C) and updated within the past several months to detail specific as well as general language recruiting requirements. Linguist in-hiring from August 1970 to date shows the following picture:

|                         |     |
|-------------------------|-----|
| Arabic                  | - 1 |
| Chinese                 | - 1 |
| Czech-Slovak            | - 1 |
| German                  | - 2 |
| Persian                 | - 1 |
| Portuguese              | - 1 |
| Romanian                | - 1 |
| Russian                 | - 6 |
| Serbo-Croatian          | - 1 |
| Spanish                 | - 3 |
| Vietnamese              | - 1 |
| Chinese/Japanese/Korean | - 1 |
| Chinese/Japanese        | - 1 |

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While linguists are now in process for the following languages:

|                       |     |
|-----------------------|-----|
| Italian/Spanish       | - 1 |
| Bulgarian/German      | - 1 |
| Korean                | - 1 |
| Russian               | - 1 |
| Russian/German/French | - 1 |
| French/Italian        | - 1 |

Thus, based on charted recruiting needs, hiring from now to the end of FY 1975 will require:

|                 |     |
|-----------------|-----|
| Albanian        | - 1 |
| Bulgarian       | - 1 |
| Chinese         | - 3 |
| Czech-Slovak    | - 1 |
| Dutch           | - 1 |
| Finnish         | - 1 |
| French          | - 5 |
| German          | - 2 |
| German/Dutch    | - 1 |
| Hebrew          | - 1 |
| Indonesian      | - 1 |
| Italian/French  | - 2 |
| Japanese        | - 3 |
| Lao/Thai/French | - 1 |
| Portuguese      | - 1 |
| Russian         | - 5 |
| Spanish         | - 4 |
| Vietnamese      | - 1 |

5. In spite of this comparatively favorable recruiting and training picture, it must be noted that the majority of recruits, however skilled, do not fall into the native language category. We are feeling and will probably continue to feel, some reduction in overall competence as a result of the retirement of our older linguists who are immigrants or come from families or areas in which a foreign language was commonly spoken. Many of the older linguists were talented in several languages, and we find ourselves in a position of having to hire two or three new employees to replace the language skills which one of the older linguists takes with him upon retirement. One of our senior linguists who retired in FY 1972 took with him ten languages, all in operational condition. Thus, while we stay abreast in capacity in our

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hiring of new personnel, we can expect to lose something in flexibility of the multilinguists who can move easily and effectively from one language task to another.

6. As indicated in TAB A the most difficult replacement problem falls in the areas of providing classified translation service to other components of the Agency. This program averages about 30 man-years of support time annually and often requires specialized skills which extend beyond the level of language competence usually found in college graduate language majors--ability to translate from English into a foreign language, ability to translate the spoken language (either live or on recordings) and skill in calligraphy of Middle or Far Eastern languages. [REDACTED] personnel are in high demand to support field activities of the Clandestine Services and Office of Communications on TDY and PCS assignments. Support requirements are often sudden and unpredictable, for example, a recent request for a Russian linguist for a 45-day TDY in [REDACTED] Although a drain on resources, such opportunities for overseas travel serve as career incentives for many of our staff.

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7. The grade range for linguists [REDACTED] is GS-07 to GS-12. Promotion beyond GS-12 requires the linguist to assume supervisory responsibilities at the branch chief level, and promotion beyond GS-13 requires the individual to go into full-time supervisory work. Historically, although transfer out to qualify for higher grade has not been uncommon, it has not been an insurmountable problem owing to the numbers of native linguists still on board. This number is fast dwindling and we are having to offer starting salaries at the GS-10 or GS-11 level to obtain replacements in rarer languages. How long a Chinese/Japanese/Korean linguist hired at GS-11 will remain with us, after he discovers that he can look forward to only one near-term promotion, is moot.

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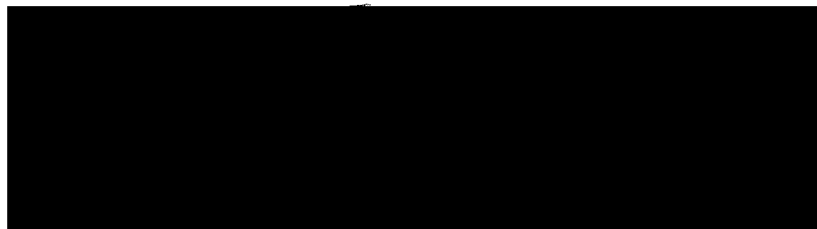
8. [REDACTED] has vigorously pursued a program to maintain needed language capabilities, where recruitment and training have not been sufficient, through the use of cleared contractors. These people are usually retired Agency employees who possess unique language skills, e.g., ability to translate from English text into Cuban Spanish. The cleared part-time contractor provides an economic and effective means of dealing with special translation problems because he works only when needed and because he allows ceiling and headroom for recruitment and training of new

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personnel. We now have seven such contractors on board who are used for special classified translation tasks. Use of cleared contractors is not regarded as a satisfactory substitute for Staff employees possessing equal language skills and is used only as need indicates. We will continue offering classified contracts to retiring personnel possessing unusual language skills while at the same time attempting to recruit or train the needed skills in full-time cleared employees.

9. A program for upgrading staff language skills, adding new languages, and also developing area and special competencies has been vigorously pursued. We have continually had one or more Chinese linguists attending the Foreign Service Institute Language School in Taiwan; and this fall, for the first time, we will have a Russian linguist enrolled in the Army Institute of Russian and East European Studies in Garmisch. Training of Japanese linguists at the FSI School in Yokohama is planned during the next several years, as well as additional training in Taiwan and in Germany. Area familiarization courses through the FSI are routine training for all personnel in special language/area assignments, and language/area familiarization trips to Africa, Latin America and the Far East are scheduled within staffing and budgeting consideration. In addition, we have begun a program of familiarizing our people engaged in scientific and technical language work with some of the processes with which they must be concerned through visits to industrial and agricultural factories and research centers. Extended training in foreign languages, while essential, is a costly business in that, in addition to the cost of the training itself, it lowers productivity in removing the employee from the line for an extended period of time.



Attachments: As stated

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